

Joonas Villanen

MOTIVATION BASED APPLICANT SIEVING – KEY TO SUCCESSFUL EMPLOYMENT?

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Villanen, Joonas

Satakunnan ammattikorkeakoulu, Satakunta University of Applied Sciences

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Supervisor: Stenfors, Juha

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The purpose of this thesis was to find out whether we can make a difference in one's employment satisfaction by understanding the personal motivators. The thesis will consider the motivators as important as qualifications. This thesis will make an assumption that the unconscious mind has power over the conscious mind. The thesis will study how we can utilize this knowledge to ensure better candidate choices and through those choices achieve more satisfied, motivated, and happy employees. The ultimate goal is: happy employees = better results.

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1 INTRODUCTION

A fast paced, high stressed society that prefers short-term employment contracts takes its toll on people and employers. That was a fundamental reason I decided to study how we can utilize personal motives in recruiting. These motives are called “16 Basic Desires” and were identified and developed by Steven Reiss. I believe that by understanding the needs of the employees, we gain valuable resources and are able to cut, for example, the amount of sick days in half. Also, it is important that we understand the personal motives, especially in a short-term employment, so that we can be sure that we employ the right kind of person for a particular job. It is always better to ensure, from an employer’s point of view, that we are getting the most out of our employees as employers don’t want to throw their resources into an empty well. This means that we can build a competitive company by understanding the employees better. Improving the understanding of the employees leads to higher employee satisfaction through efficient communication, higher motivation and, most importantly, higher efficiency.

The main question, which I hope to answer, is from an employer’s point of view: **By understanding personal motives (over qualifications), how can we find the best fitting candidate for our company?**

I will make an assumption that the unconscious mind has power over the conscious mind. I will study how we can utilize this knowledge to ensure better candidate choices and through those choices achieve more satisfied, motivated, and happy employees. The ultimate goal is: happy employees = better results.

I will study these traits from an employer’s point of view. The goal is to build an understanding, which helps us to offer better fitting employment relations through consultations and simple testing or surveying. The service is based on the ‘desires over logic’ school of thought.

2 WHO IS STEVEN REISS?

Steven Reiss is a retired tenured professor of psychology. He graduated from College of Dartmouth (A.B) back in 1968 with honors. He continued his studies in the University of Yale (Ph. D) and completed a clinical psychology internship at Harvard Medical School (Website of the Psychology Today 2012).

He is a senior fellow at the Dartmouth College and a fellow of both the American Psychological Association and the American Association on Intellectual Disabilities.

He is most known for his Reiss Motivation Profile, which is a result of numerous scientific studies. He also wrote the book, 'The Normal Personality', which explores Reiss' widely used standardized psychological assessment of what motivates someone.

2.1 History of Steven Reiss

In 1985 Reiss introduced the concept of anxiety sensitivity. A range of peer reviews, 1600 of them to be exact, has validated this study. He is also the author of Anxiety Sensitivity Index, which is a standardized psychological assessment to study Panic Disorder and Post-Traumatic Stress Disorder.

In the 1980s and 1990s Reiss conducted extensive research on the mental health aspects of intellectual disabilities, or the co-occurrence of psychiatric disorders and developmental disabilities (Website of the Psychology Today 2012). This work was highly recognized and it earned five (5) national awards for Mr. Reiss.

In 1988, Steven Reiss authored another standardized assessment tool. This time, it was to assess the need for psychiatric services. This was called the Reiss Screen and it has been widely used all over the world.

In 2008, Steven Reiss founded the World Society of Motivation Scientists and Professionals. The society exists to this day and Steven Reiss is continuing his work within the field of psychology. The newest study, and theory, of religion builds on and extends William James's observation that different types of people respond to different aspects of religion (Website of the Psychology Today 2012).

Other psychologists and scholars are citing Steven Reiss's work frequently (Website of the Psychology Today 2012).

3 REISS MOTIVATION PROFILE

3.1 What is Reiss Motivation Profile?

As Steven Reiss experienced personal hardship in his life, he turned to science to find an answer. What he found was not an answer but a fact that science could not answer; the question, "*Who am I?*" This is why, during the mid nineties, Steven decided to dedicate some time to find out the answer to this question. He believes that we can only be fulfilled and truly content with our lives if we feed our body and mind what it truly desires.

For Steven Reiss, the individual assessment of the 16 desires is the key to not only understanding human behavior but, through this, accurately predicting human behavior. This is what makes it very suitable for recruiting. If we are able to predict human behavior, we are able to pick the most-likely-to-fit candidate. The theory of the 16 basic desires has been formulated extensively and, like a chemist could lead back all the materials to their elementary components, all psychological motives exist within the 16 basic desires in their rawest form.

There are two (2) theoretical fundamentals and one truth:

1. 16 desires are universally valid. We all have them, what separates us is the intensity in which they exist within us. In other terms, the separation comes from the order we prioritize the motives.
2. Motivated human behavior can be traced back to a single motive or a combination of a few motives.
3. The truth: We naturally enjoy the company of people who share a majority of the same basic desires as ourselves, and we naturally repel the people who are very different from us.

3.2 Quality criteria

Before we can call anything valid or reliable, we must have the data to prove our claim. The data is shown below, in section 3.2.3. Each test must fulfill three basic requirements: objectivity, validity, and reliability.

3.2.1 Objectivity

Objectivity is often described as something that has no personal bias. Objectivity in science refers to a similar outcome. Scientific objectivity means that all qualified persons must be able to carry out and then interpret the test results by applying the same criteria. During a study, subjects are given the possibility to perform freely and answer anonymously so that they won't be swayed into a direction based on assumptions or will.

Reiss Motivation Profile:

- The online test guarantees objectivity when taking the test.

3.2.2 Validity

Validity is included in the criteria purely because its task is to prove that the test is measuring what it is supposed to measure. Without this being very clear, the whole process could be jeopardized. Also, this is a good indicator of the wanted outcome. In the Reiss Motivation Profile, there are 16 scales which measure concurrent-related, criterion-related as well as convergence-related validity.

3.2.3 Reliability

Reliability means that the test should be reliable in terms of implementation and results. This can be, for example, as simple as having a large enough pool of testers. If the pool is large, the amount of data is more descriptive and reliable. If there is a small pool of testers, the study can be easily overruled as bias or unreliable.

Reiss Motivation Profile:

- The four-week Test-Retest-Reliability of the 16 scales scores between 0.69 and 0.88, internal consistency
- Measured using Cronbach's Alpha the results were between 0.71 and 0.92

Motive ^a	r ^b	a ^c	Factor validity ^d	Concurrent and criterion validity ^e
Acceptance	.80	.83	✓✓✓	Positively correlated with Big 5 Neuroticism scale ($p < .001$). Positively correlated with Negative Affect ($p < .01$). Students referred for evaluation in schools scored above average. Athletes scored below average ($p < .05$). Low-achieving high school students scored above average ($p < .001$). MRDD ^f version: Positively correlated with total score on Psychopathology Symptoms Scale ($p < .01$). MRDD version: Negatively correlated with relationship compatibility ($p < .001$).
Status	.88	.88	✓✓✓	Positively correlated with participation in college fraternities/sororities ($p < .001$). College varsity athletes scored above average ($p < .01$). Protestant seminary students scored below average ($p < .001$). Negatively correlated with religiosity ($p < .01$). Community volunteers scored below average ($p < .001$). Positively correlated with watching reality TV ($p < .001$).

^a Scale name.

^b Four-week test-retest reliability.

^c Cronbach alpha.

^d Each ✓ indicates a successful *confirmatory* factor study (exploratory factor studies not shown).

^e Based on: Dykens & Rosner (1999); Engel, Olson, & Patrick, (2002); Havercamp (1998); Havercamp & Reiss (2003); Kavanaugh & Reiss (2003); Lecavalier & Tasse (2002); Olson & Chapin (in press); Olson & Weber (2004); Reiss (2000a); Reiss & Crouch (2004); Reiss & Havercamp (1998, 2005); Reiss & Reiss (2004); Reiss & Wiltz (2004); Reiss, Wiltz, & Sherman (2001); Takakuwa & Wakabayashi, (1999); and Wiltz & Reiss (2003).

^f Mental retardation and developmental disabilities version.

Image 1 – (Reiss 2009, 25)

3.3 16 Motivations

Reiss Motivation Profile's 16 Basic Desires are a concrete indicator of a person's individual basic desires, motives, and values. When you know your own basic desires, it is

possible to develop true value-based happiness and improve your performance in many areas of life. 16 Basic Desires is the only tool that has been developed through empiric testing. That is why it is the only test that can truly predict behavior in natural environments.

These motives are psychologically significant. They can be temporarily ignored, but they will soon resurface and motivate us to behave as our true nature intended. By ignoring them, one can become very unhappy, depressed, and even angry and violent. We cannot influence which of the motives are strong or weak within us and we must act according to what has been given to us by nature. By understanding our own desires, we can guide, lead, communicate, and truly motivate ourselves, and others.

The 16 Basic Desires are:

Power:	Striving for influence, success, achievement, guidance
Independence:	Striving for freedom, self-sufficiency, autarky
Curiosity:	Striving for knowledge, truth
Acceptance:	Striving for social acceptance, affiliation, positive self-value
Order:	Striving for stability, clarity, good organization
Saving:	Striving for accumulation of material goods, property
Honor:	Striving for loyalty, moral integrity
Idealism:	Striving for social justice, fairness
Social Contact:	Striving for friendship, joy, humor
Family:	Striving for a family life, nurture of own children
Status:	Striving for prestige, wealth, title, public attention
Vengeance:	Striving for competition, fight, repayment
Esthetics:	Striving for beauty and arts
Eating:	Striving for food and "dishes"
Physical Activity:	Striving for movement, fitness
Tranquility:	Striving for relaxation, emotional security

3.4 The Reiss Motivation Profile Test

The Reiss Motivation profile test is founded on 128 standard statements. Answering the statements can take from 15 minutes to up to 30 minutes. To evaluate oneself, the tester is using a scale from -3, which indicates “completely wrong”, to 3, which indicates “completely right”. Statements are descriptive to each desire and are as follows:

“I like good food and I like to think about food” or “I keep my house and things in order because neatness relieves stress for me”¹

The sole purpose of the test is to drive deeper understanding of one’s self. This knowledge can be applied to work life, personal, and family life as well as in leadership and company culture creation. The test comes with a full report as well as an easy to read, visual graphic demonstration of ones motives. (See image 2).

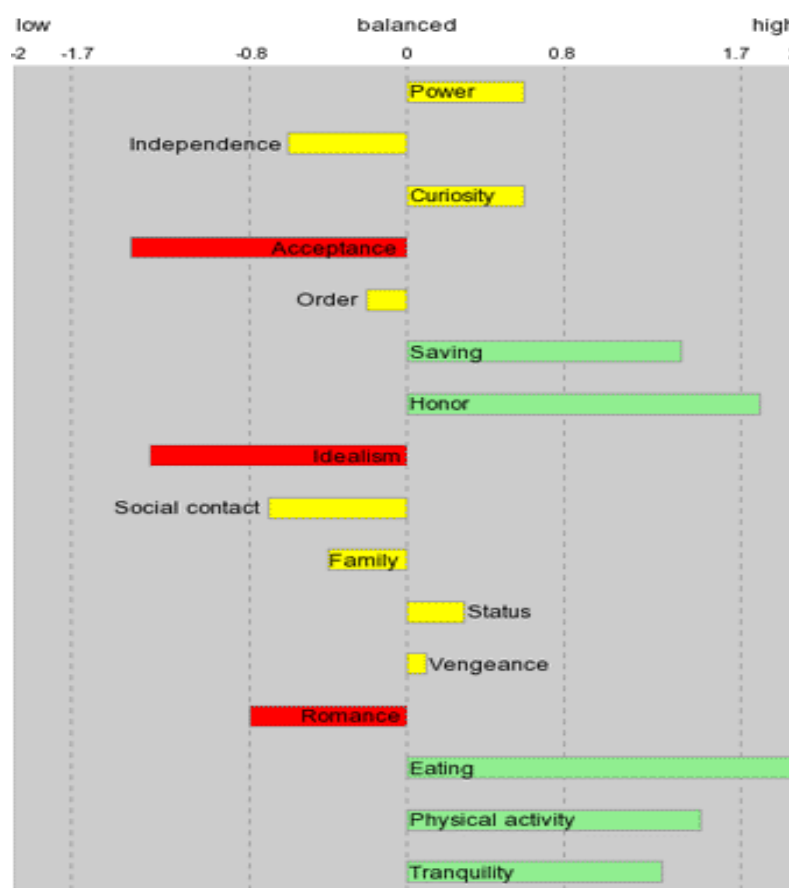


Image 2 – Graph included in the results of the test

¹ NOTICE! Content of the questions are slightly changed due to legal issues.

4 RECRUITING EXPOSED

4.1 What is recruiting?

Recruiting, also known as talent acquisition, is a cornerstone to any company's success. It is a key issue in any company, especially in today's world of start-ups. "Dedicate yourself to hiring A-players today if you want to be a leader who turns this vision into a reality. Whether you have a sophisticated recruiting apparatus or not, you must figure out how to find, attract, and employ A-players. It is essential for success" (Herrenkohl 2010, 3).

Secondly, we live in the time of easy information. The Internet is full of information about 'how to' and 'what to'. This does not mean that the advice is valid. What companies normally overlook is the overall effect of hiring someone into the company and its working environment. "Companies are known for hiring compulsively, spending wildly, and failing spectacularly" (Fried 2010, 2).

Thirdly, information means power. We can collect data from literally everything we do online. Why not use this BIG DATA to analyze the circumstances of recruiting, as well? We should measure the environment before we decide to bring any new person into it. This allows us to make sure that we don't engage ourselves, and our companies in bad decisions, which could result in wasted resources. Analyzing data might have higher upfront costs, but it will surely save major resources later.

Finding the right talent without spending tons of money and time is a key issue of this thesis. Another issue is to find truly fitting candidates to better the company (skills & motivations) in more than one way. Recruitment, as a process and a word, describes all the activities from attracting and sieving applicants to the final decision.

4.2 Recruitment goals.

Normally, we look at the recruiting process as a must-have instead of an opportunity to initiate change. Too many of the companies have outsourced this task to an external consultant or a consulting company (Bersin 2013) that has built a one-fits-all system to

analyze the candidate's personality. The in-house HR-team oversees the first sieving and CV-scanning to find the best fitting candidates based on expertise and education.

The goals should begin to form on a basis of the company's needs. Are companies aware of their needs? Are HR-teams aware of the company's true needs or are they operating purely on the basis of the commonly seen functions? Before making any hiring decision, we should be very aware of the ins and outs of the team in which the new employee will be fitted. Not only the expertise that is needed but the basic desires as well.

4.3 Why use motivation as a tool?

The reasons for why I started to look at the motivations, as a sieving tool, are fairly simple. I believe that by understanding the applicant's true desires, also known as motives, we can achieve better results with less emotional and capital investment.

I scaled my efforts within Finland but, later, I will compare and showcase some methods from i.e. Mediterranean areas where they have a more holistic view on recruiting. The holistic mentality allows them to focus on having high employee satisfaction and retention. This is based on allowing the employees to work within their high motivation areas. I believe that it would be beneficial for western cultures to do the same.

During my research, I have gone through multiple interviews and tests while trying to discover what is required in the application processes. I have tried to study the recruiting field to be able to understand the HR-methods used to find compatible candidates. Companies spend thousands of Euros on hiring psychologists and consulting companies to help them find the best candidates without knowing the fundamental organizational circumstances. Another mistake companies make is that they often decide to hire the nice guy; the guy who seems to be fun and outgoing. As one can imagine, people like this are great in certain jobs, like sales, they also make the worst and least productive employees in jobs that require little to no social interaction but loads of concentration.

Example: A woman applied to an engineering job. To be exact, the position is a structural inspector. In the interview, the HR-manager, together with a psychologist, drilled her about the past. They asked her about her matriculation tests and inconsistent results. They decided that it was due to a lack of ambition. Each question was loaded with pre-requisites and each answer was patronized beyond a reasonable amount. This, of course, made answering honestly nearly impossible. On top of this, the interviewers questioned the role models of this woman. Digging out things that have no connection to the applied job. The woman ended up answering based on assumption of what the interviewers wanted to hear. If we want a truly fitting candidate, then this analysis is very wrong. The Freudian psychoanalysis has been proven to over analyze, which makes it incorrect in many cases.

Instead of putting the candidate through this exhausting and costly, 8-hour interviewing process, we could have had her take an RMP (Reiss Motivation Profile) or run the larger candidate pool through the JAWING -process, which would have given us the true desires of the candidates. We could have compared those desires with the other applicants and seen, truly, who was the most naturally responsive to the company's needs, in turn, becoming the best fit.

If we breakdown the inspector job into the motives it requires:

- *Order* - High motive
- *Social Contact* - Medium to high motive
- *Tranquility* - Low motive
- *Acceptance* - Medium to high motive
- *Power* - Medium to high motive.

There are "16 Basic Desires" in the Reiss Motivation Profile. Most people have only a few extremely high or extremely low motives. To be able to determine a suitable candidate, I believe that 3 to 5 desires will give us enough validity to hire successfully.

The reason I chose the 5 motives, mentioned above, over any others is this: To be successful in the inspector job, which is particularly demanding as far as details, she should possess the natural drive for organization and structure, e.g. high *order*. She needs to be able to communicate clearly and often with engineers, workers, supervisors, etc., which would require a need for high *social contact*. She should, also, be able to operate under tight schedules, which often leads to high stress. Thus, she should

have low *tranquility*. High acceptance is normally described as fear of failure, or being a perfectionist. When inspecting a building, a mistake is the last thing one wants to do make. This need for perfectionism would correlate closely with the *acceptance* motive. And lastly, she needs to be able to convince the builders and engineers of the necessity of doing as she says and to make quick decisions. In this case, high *power* helps her to naturally push the argument.

By choosing a candidate who is naturally responsive to the intended environment, we can be sure to achieve a positive and productive workforce. See image 3 and 4 for further explanation.

Motivation based employment



Image 3 – Joonas Villanen 2013 ©

Non-Motivation based employment

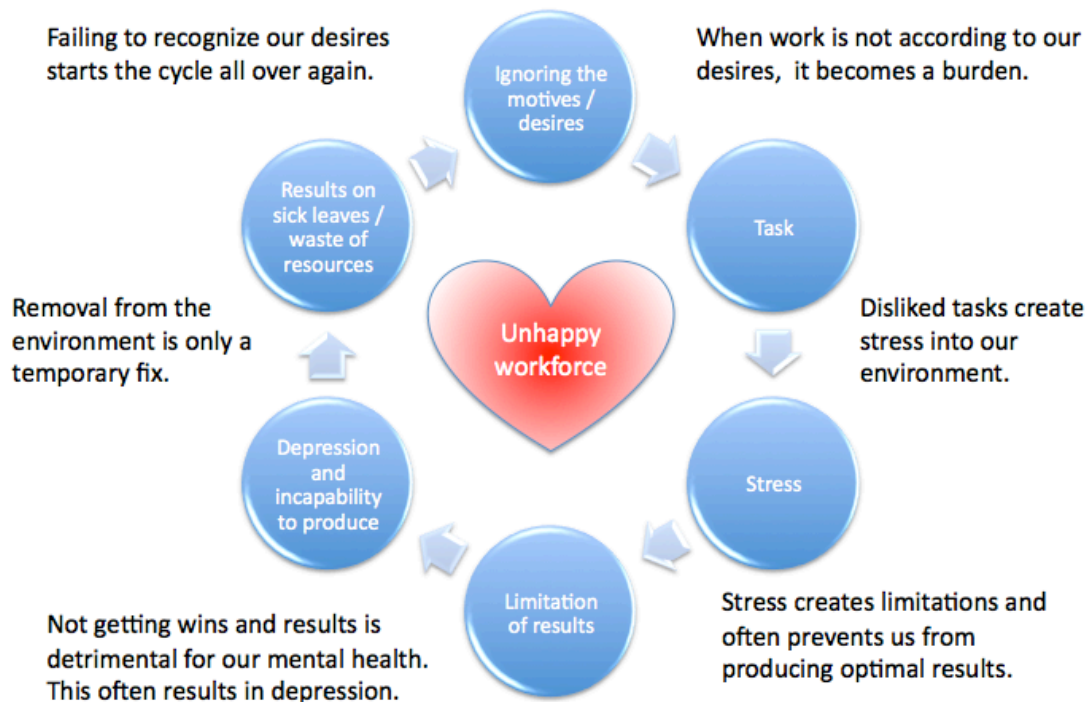


Image 4 – Joonas Villanen 2013©

5 COMMON PRACTICALITIES

5.1 How do corporations recruit now?

Recruiting is something that hasn't been standardized. Basically, there are as many recruiting styles as there are recruiters. I have interviewed HR-specialists and others who are in charge of recruitment to find out how recruiting is handled in their companies. I've seen and heard people who are learning, developing, and who are focused on making the processes better and more efficient. But all good must come with some bad. I'm talking about the refusal of any change. Comments like. *"I know a good one when I see one"* and *"All I need is to take one look at the screen to decide who is a good worker"*². These are some of the most ignorant comments I've ever heard.

² Based on conducted interviews during Thesis process. Those who have been quoted will remain anonymous.

Those comments are a clear indication of not being open to any kind of change or learning. These recruiters think they have the required knowhow, talent, and empathy to read people through a computer screen. There is just no way that the decisions made with that logic can be validated. As a client, I would be terrified to hear the truth behind some of the recruiters' closed doors. With that said, let's get familiar with some of the methods recruiters, HR-staff, and companies, in general, use in their recruiting strategy.

5.1.1 Knowledge based recruiting

Knowledge based recruiting is when the hiring decision is based on a certain skill or know-how, i.e. an advertising agency is looking for a new graphic designer. This requires the applicant to have knowledge in field specific tools, formal education, or experience in the field (Website of the Technorant 2013).

Example recruitment ad: Happy Marketers Media Office

"We are looking for new talent to be our supportive graphic designer. We require a degree in media and at least 2 years of experience in the field. You are required to know Adobe's Creative Suite –tools. Send your CV to recruit@happymarketers.com."

This is a very common method of acquiring new workforce. It is common because it is easy to understand and apply. It can be done by literally anyone; though, this does not mean it should be done by anyone.

Knowledge based recruiting is building upon a simple idea of filling a role in a company, which requires a niche skill. As simple as it sounds, the first stage still needs time invested to make this method worthwhile. The first stage refers to identifying best-suited skills with HR-staff and managers in an open discussion. The HR-staff then writes the requirements down and publishes an ad for the open position. Applicants are encouraged to send their CV's, and any other relevant documents, to the employer. The final decision will be based on choosing the applicant with the best fitting skills.

Advantages:

- Low Cost-per-hire
- Low Time-per-hire
- Targets only people in the specific field

Disadvantages:

- Completely ignores personality traits and personal motives
- Requires previous experience thus limiting candidate pool size
- Limited amount of reusable data
- Often biased – Human element

5.1.2 E-Recruitment

The online recruitment, or e-recruitment, method is based on utilizing technology and web based tools to assist the companies in choosing the right candidates. These tools may be dedicated websites like monster.com, or they may be job portals, which are built on the company's own website. Many HR-consulting firms also have their own dedicated e-platforms.

These portals or websites allow companies to create and post job openings. Applicants can then create their own profiles onto the platform itself, to which they either upload their CV or fill a profile accordingly, in response to a specific ad.

These platforms are using keywords and word scanners. As they make the process much more efficient and time saving, they have limitations. The databases and profiles are often filled with, so called, buzzwords. The applicants fill their profiles with the buzzwords in the hopes of discovery. This means that applicants who are not using the buzzwords may be overlooked and the companies could be missing true talent. *“What a horrendous design process on the part of the people who built those keyword-screening tools! You couldn't anticipate that once the whole world started evaluating job applicants via their keywords, a disgusting idea to begin with, then everyone would figure out how to thwart the keyword-searching algorithm in about ten seconds?”* (Ryan 2013)

While the processes are automated, the information is still fed by people. This allows for predictable behavior of others and manipulation of the system.

Advantages:

- Automates a large part of the initial recruiting
- Targeted ads
- Tracking
- Scanners make the processing more efficient
- Reusable and searchable data
- Allows larger applicant pool

Disadvantages:

- Completely ignores personality traits and personal motives
- Buzz words / keywords may exclude good candidates
- Initial costs often high
- Blind trust on technology

5.1.3 Scouting

Just like in sports, where agents and scouts are used to find the new star players, companies are using, so called, talent agents, or headhunters, to find the best candidates to become their newest top talent. This requires the person who gives the assignment to the scout to be very much in line with the company's values and requirements. They should, also, be knowledgeable of the location, branch, and the team dynamics, making the scout more deeply informed of expectations.

There are certain challenges when using scouts. The scouts will normally meet the prospective clients face to face before recommending anyone. This is a great thing, although there is a one big flaw, which has surfaced in the recruiting field: By default, we are looking for the applicants who are outgoing and social. Many people think that by being an extrovert they will automatically experience success. While this is a myth, it does have a certain level of value in applicant sieving. When writing job posts, companies often add a social aspect to it. What we need to remember is that being social does not guarantee success. And it most definitely does not guarantee a hard worker.

Example: A construction company is looking for a new document controller, a job that requires attention to detail. Good communications skills are required, but most of the days are spent in solitude while sorting documents. The company writes an ad describing the work. They invite 3 candidates to an interview. The company then chooses the applicant that they felt most comfortable with. They trusted their gut, so to speak. The applicant was a social, easy-going male, who communicated well and seemed to have a solid background.

The work started and everyone seemed to like the new member of the team. Yet the applicant had a difficult time adjusting to the solitude and detail oriented work. He took hourly breaks, going from desk to desk to socialize. This disruption took time away from everyone's work and decreased the productivity of the entire office. Yes, he was a nice guy and everyone liked him, but he is not comfortable with the nature of the work, e.g. incapable of carrying out his tasks in solitude, and therefore is not the right fit for the job.

In this case, a less social, order-oriented, independent worker with low acceptance would have been a better fit. This person, naturally, would have been less impressive in the interview process that, in many cases, often leads to the candidate's dismissal. By truly acknowledging and understanding the required traits for a position, it allows us to boost efficiency, satisfaction, and productivity.

Advantages:

- Scouts are highly educated
- Reference based
- Considers expertise and external personality fit
- Candidates are often well informed thus ensuring high motivation towards the job

Disadvantages:

- High cost-per-hire
- High time-per-hire
- Ignores deeper personality traits and personal motives
- Biased
- No collected or reusable data
- Only for niche hires

5.1.4 Referral Recruiting

I have heard it said many times before; "all the best jobs are given before they ever hit the job sites". This is true, and it is the foundation of referral recruiting. Referral Recruiting is when a companies' own staff become the recruiters and applicant acquirers.

"I know a guy who is amazing at Mobile Development" or "My wife's sister is amazing with SAP". Many companies are looking for talent within their own employee circles and, as a trusted member of the work community, the existing workforce is believed to know what skills are needed and what kind of person would fit the team.

One of the best examples to date comes from the CEO of Mind Valley, Vishen Lakhiani. He says that instead of spending tons of money, about 3000 dollars a month, on job ads on various job boards or using external agents to do their hiring, the company uses that money to throw a party (Lakhiani 2011). He tells his employees to invite two of their smartest friends to the party. While everyone mingles, talks, shares their visions, and discusses their pasts, the hiring staff and managers create an accurate image of how each person would fit into the company and if they share the same values.

This works for a few reasons: Since the friends don't realize it's a 'hiring party', everyone is relaxed. The company gains leverage by becoming a more attractive employer. This, in turn, creates a circumstance where they get the first pick of great talent. In addition, existing staff has a chance to get to know potential hires on a personal level, before making the hiring decisions.

Advantages:

- Boosts the company brand and creates marketing value
- Lessens the HR-staff's efforts
- Possible reward programs
- Attractive to new employees

Disadvantages:

- Biased and does not guarantee natural motives and personalities shown
- Invitation only referrals – limited candidate pool
- Hard to keep records and data
- Might effect employees motivation when faced with a rejected friend

5.1.5 Event Recruiting

Event recruiting is commonly associated with universities and colleges. Although, it is also used in direct corporate recruiting. This is a great way to not only market your company, but to get familiar with your candidates. If the company has plenty of exposure as well as a good reputation, attracting A+ candidates is much easier.

Event recruiting is definitely not the easiest way to recruit, since it takes quite a bit of dedication and time, planning, and capital. What events do have in their favor is that they make it easy to screen large amounts of candidates in a very condensed time period. Events also allow quick lead generation and easy follow-up procedures.

Advantages:

- Going through a large candidate pool in a short time
- Face-to-face interaction
- Easy lead generation
- Increased awareness
- Marketing value

Disadvantages:

- Ignores personal motives
- Vague screening
- No large amount of data
- High costs
- High time consumption

5.1.6 Video Recruiting

A new trend has hit the recruiting field during the past few years. Some have said that this is the future as this is scalable and truth showing. The fact that you can interview as many people as you like, and share the most liked interviews with your colleagues and clients, makes video interviews very intriguing to many.

There are a few companies who are actively offering video interview platforms for companies to use but it has hardly shown its true potential just yet. In the U.S., video interviewing is a bit trendier than in Europe, especially compared to Finland. But what happens in the U.S. often happens in Europe soon after.

Advantages:

- Not location dependent
- Data collection (personal info & expression data)
- Seeing real behavior and personality / Better candidate experience
- Sharable and discussable with a large group of screeners
- Flexible and time saving
- Reduced cost-per-hire
- Reduces the amount of casual job seekers

Disadvantages:

- High learning curve
- Performance pressure
- Reliance of technology and the Internet
- Ignores deeper motivation traits
- Can be extremely subjective

6 EMPIRICAL RESEARCH

6.1 Planned progress

The frame for the empirical research was the following: To meet with a recruiting office to determine a possible cooperation and comparison of data between the newly developed service I've created, JAW³, and their own software. The next step will be to choose a client who has a job opening to which the JAW-process can be applied. We

³ Described in more detail in Section 7: JAW - Applicant Sieving Program

will then screen the applicants and make a comparison of received data in order to make a conclusion.

The JAW-process takes advantage of the motivations we naturally have. If we, the recruiting company and myself, together with the client company and its applicants, can understand inner motivations, we can create more effective companies. Leading to more satisfied employees and, ultimately, affecting the operations from the top executives to the customer.

6.2 Phases of operations

We will choose a job for which we can identify clear needs for certain types of motivations. For example, we could choose a telemarketing position, which is a very common job among the younger workforce. We can identify a few aspects right from the beginning: They have to make sales to make more money. Simply, the more sales they make, the more money they make = competitive working environment. Also, the job requires the worker to speak with many people, over the phone, during the day making it extremely social. The work also requires low *acceptance* since positive feedback will be rare and the workers must encourage themselves.

Now that we have clarified these aspects, we can consider the motivations, which will allow the worker to perform efficiently and effectively in this chosen environment. Workers with medium to high *vengeance* are naturally motivated to out-perform others. A *status* motive would support the formerly mentioned vengeance as the employee is motivated by status, recognition and prestige. I would, personally, add high *independence* and low *acceptance* to the mix since the workers spend most days in a cubicle by themselves. This means that the workers do not need the boss to validate the good work and they are capable of keeping motivated without the boss's constant presence. Lastly, the *power* motive is important as employees who have high power are ambitious and have no problem making quick decisions.

In telemarketing, the employees are directly responsible for the sales they make. *Social contact* motive helps the employees to create a bond with other people without using much of their energy.

When we know what sort of personalities we are looking for, we can make sure, already in the sieving process, that we exclude the candidates who do not fit the profile. And, of course, include those who do fit. Taking this idea further, we can customize the environment in which the applicants work to fit the personalities and stimulate the motivations they naturally possess.

Example: We can stimulate the motivation of *vengeance* (to win) by posting sales results for all to see. This would stimulate competitions and, ultimately, boost sales. Secondly, we could appeal to the *status* motivation by naming and giving recognition to those who sell the most. This, also, would motivate the workers to perform better. It sounds simple, but it cannot be achieved without understanding the complex, natural motivations of others.

7 JAW – APPLICANT SIEVING PROGRAM

7.1 What is JAW

JAW is an online platform, which allows companies to utilize a very effective sieving process when recruiting for new employees. The foundation for the JAW-software is that we are able to utilize motivation analysis on a large-scale applicant pool all at once. The collected data can be sieved as many times as the job specific requirements change. This is a unique feature, which only exists in JAW.

Both employers and applicants are required to create profiles. Employers are able to see unlimited test reports, while applicants manage only the information they have fed manually onto their own profiles.



Image 7 – JAW Applicant Sieving Program logo

7.1.1 Stage 1: Consulting

In the consulting stage, we, the JAWers, consult the client company about their general working environment. JAWers are required to have official, RMP certification in order to consult. Understanding the client's working environment allows us to determine the required motives for the later sieving process. Then we can determine the required education, experience, and skills that the applicant must have. After receiving all of the initial information, it is fed into the online platform, within the employer's profile.

The information must be collected so that the JAW-system has something to which the applicant's profiles and test results can be compared. The employer's profile includes general information about the employer as well as job specific information. There can be as many job specific sections as the employer wants.

7.1.2 Stage 2: Writing an ad

Step 2 consists of writing an ad for an open position. In this step, we will use words and sentences that describe the employer's job specific motives as accurately as possible. All ads include a link to the Reiss Motivation Profile test.

Example: We are looking for a success- and performance oriented person. You must be completely self-reliant and responsible for one self. When making a sale, you are assertive and unyielding. You are self-assured and strive to win. In general, you have a tolerance for mistakes and you learn from them.

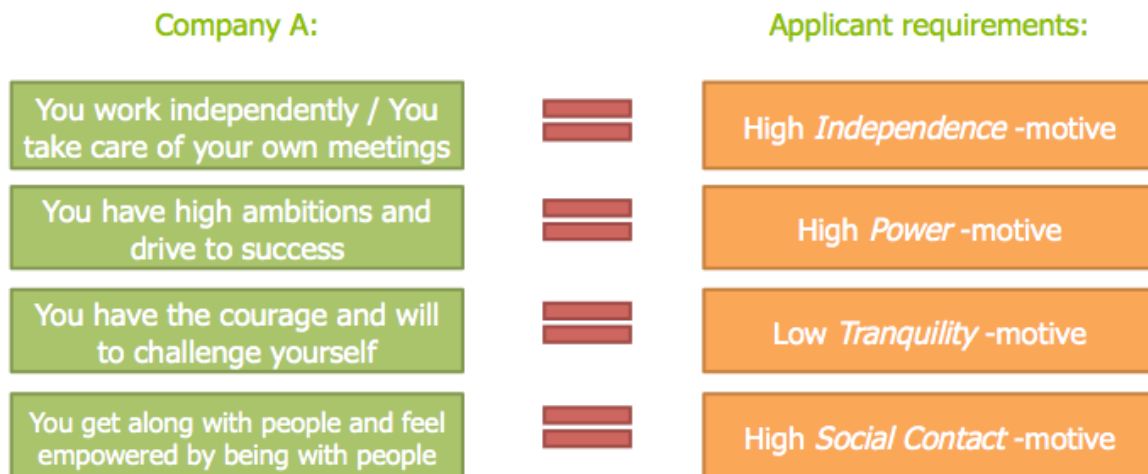


Image 8 – How motives are determined – Joonas Villanen 2013 ©

Once the ad is ready to be published, it will be launched with a link to the JAW-platform. In this platform, they will be guided through the required steps to complete the job application.

Company X is now hiring!

Employer profile

Name: Company X
Application period: 1.1.2013 - 1.4.2013

Criteria:

Education: Minimum of BBA in Finance or similar
Experience: 1 to 3 years
Skills: Microsoft Office, NolaPro, Orade , SAP
Top 5 Motives: High Order, High Independence, High Acceptance, Medium Tranquility, Low Power

We are looking for an accountant:

We are looking for someone who is detail-oriented and hates making mistakes. We appreciate someone who can organize and keep organized in even the most hectic environments. You appreciate privacy and don't mind working on your own. You are comfortable doing what is given to you by clients and your supervisor.

Apply now!

^{*} By applying, you agree to the terms and conditions. You will be guided through a process, where you must create a personal profile. You must also be prepared to answer a motivation analysis.

^{*} All information will be kept private.

Image 9 – Sieving ad with the link to the test and profile creation – Joonas Villanen 2013 ©

7.1.3 Stage 3: Filling the profile and test

Once the applicants have clicked the job ad to apply, the first task is to fill their personal information. The personal information includes: picture, name, age, sex, email, phone, education, experiences, recommendations or references, etc.

Next, they will be guided through the Reiss Motivation Profile test. The RMP test takes about 15 minutes, on average, and it consists of 128 standard questions. The applicants are reminded to reserve plenty of time to do the test properly, as it is the foundation for the whole sieving process.

The output of the profile, completed by the applicant, will provide the required information to the JAW-consultant. This information contains the basic desire / motivation profile, together with the experience and education data. Once the applicants have completed filling their personal information and the RMP test, a confirmation notification will appear. This notification will indicate how the applicant should proceed. For instance, the applicant may further edit their profile, if they so choose.

After receiving all of the applications, the JAW platform, through the help of an algorithm, will sieve through the applicants based on all of the predetermined values (education, skills, motivations). The platform will then create a table in which the applicants are listed based on their match to the predetermined criteria, agreed upon by the JAW-consultant, together with the client employer. The results will be shown in percentages (See image 10).

Applicant Sieving

Match Results:

Re-run test













Score (in %)	Applicant	Applied job	Edit
94	Al Albert	Accountant	
93	Bertha Berg	Accountant	
93	Cecilia Cent	Accountant	
92	David Dong	Accountant	
91	Emilia Egon	Accountant	
91	Farren Fosilia	Accountant	
90	Gary Gordon	Accountant	
89	Hillary Haines	Accountant	
88	Ian Stenton	Accountant	
84	John Dillinger	Accountant	
82	Kyle Antone	Accountant	
82	Lisa Lanter	Accountant	
80	Mary Monroe	Accountant	

Image 10 – Initial sieving result page – Joonas Villanen 2013 ©

7.1.4 Stage 4: Sieving and interviewing

The sieving process will be carried out according to the given parameters. The JAW software will have immediate results, as it takes only few minutes to sieve up to a few hundred candidates. A JAW-consultant will then inform the employer about the received results and will initiate an interview stage with the applicants who have been chosen, based on their percentage match with the predetermined requirements or criteria.

When conducting the interviewing stage, it is important that the employer meets with the chosen candidates personally. The JAW-platform does not exclude the need for live interviews, but it makes choosing the right candidates much easier and much more accurate.

Normally, depending on the employer's time and will, the top 3 to 5 candidates are invited for an interview. The employer is fully in charge in this stage. Also, the em-

ployer has the full right to go through an applicant's profile, motivation test results, CV's, and cover letters. This ensures that the employer will make the final hiring decision fully informed.

Employer - Applicant comparison

Employer profile

Name: Company X
Application period: 1.1.2013 - 1.4.2013

Criteria:

Education: Minimum of BBA
Experience: 1 to 3 years
Skills: Microsoft Office, NolaPro, Oracle, SAP
Top 5 Motives: High Order, High Independence, High Acceptance, Medium Tranquility, Low Power

Applicant profile:

Name: Al Albert
Email: al.albert@hotmail.com
Phone: +35844 - 1234567
Address: Albertson road 1, 00100, Helsinki

Attachments:

AlAlbert_Cv.pdf
Al_Albert_Cover Letter.pdf

Criteria:

Education: BBA in finances
Experience: 3 years
Skills: Microsoft Office, NolaPro, Oracle,
Top 5 Motives: High Order, High Independence, High Acceptance, Low Tranquility, Low Power

Top 5 Motives and their meaning:

High Order: Striving for stability, clarity, good organisation
High Independence: Striving for freedom, self-sufficiency, autarky
High Acceptance: Striving for social acceptance, affiliation, positive self-value
Low Tranquility: Striving for relaxation, emotional security
Low Power: Striving for influence, success, achievement, guidance

Full report

Image 11 – Applicants profile seen from an employer's POV – Joonas Villanen 2013 ©

7.2 NABC – analysis

I chose to use the NABC – model to weigh and communicate JAW program's values. I chose this tool because it shows all the required considerations. It is also easy to grasp, making it a perfect tool to pitch a complex idea. NABC –model is commonly used in project preparation as well as larger scale project planning.

NABC is formed from four parts: the need (N), the competition (C), which is more commonly described as alternatives. The two mentioned before are the most important. This is because the N & C give us the reason to plan the approach (A) as well as estimate the benefits (B).

7.2.1 The need

A fundamental necessity for success is an employee's happiness and satisfaction in their work. Most commonly, the satisfaction appears as great customer service and higher productivity. Through better service, the increased customer satisfaction creates loyalty, retention, and an increased bottom line. If we consider the need, it has been studied that a bad hiring decision can cost the employer an additional 30% of the employee's salary (Holmes 2013). This is not the only cost though; If the person happens to deal directly with customers, he or she may repel customers, for example, by having a bad attitude caused by dissatisfaction. Also, costs might incur due to a loss of morale and efficiency within the company since the bad employment decision can affect the internal dynamics of the company. One major problem is that many managers ignore the costs of a bad employment decision, which leads to the exclusion of expert assistance as well as motivation analysis. Often, managers tend to ignore natural motivations and overvalue acquired skills when acquired skills should be a secondary criterion in the matter. Stress will occur no matter the skills if the working environment is against the basic desires, a.k.a. motives.

In the United States alone, dissatisfied, tired, unhappy, and unproductive employees cost companies from 200 to 300 billion dollars per year due to stress (Goldschein, Bhasin 2011), which leads to low productivity and decreased product and service quality. Again, it's a clear reason for why to assess the candidates on a deeper level.

7.2.2 The approach

The approach is to use JAW-consultants to determine the true needs and motives that any job opening requires. With the help of the predetermined criteria, JAW-software is used to screen for the most fitting candidates. To achieve an optimal outcome, an

analysis of the current staff could be integrated. This is an extra step, which is not required in most cases.

If the client employer chooses to integrate the extra step of analyzing current staff, the risk of concluding that many of the employees do not have an optimal profile to meet the company's criteria exists. Solving the problem requires better leadership and communication, which the RMP test can also be used for. If they choose to test current employees, the company would know what their motivations are; the leaders will then be able to communicate individually and accurately. Motivation through combining motives works effectively on people who do not have appropriate basic desires for the current job.

Example: A mother of three works at an accounting firm. The optimal profile would consist of high acceptance (=perfectionism, hates making mistakes) and high order (=structure, orderliness, and detail oriented). After the Reiss Motivation Profile test, the employer discovered that the woman had high acceptance but very low motivation for order. This explains why she struggled with keeping herself, and her work, organized. The efforts to keep herself orderly took a lot of energy from her. Naturally, repeating the efforts year after year, they had an effect on her wellbeing. She was exhausted as she struggled and behaved against her true need. She was nearing depression and ultimately, she developed a nasty attitude towards her work. She recuperated energy by spending time with her children. That was the only thing that kept her sane.

The employer noticed, from the Reiss Motivation Profile, that she was very high on the *family* -motive. So the employer pulled her aside and had a one-on-one with the woman. They discussed her motivations. Ultimately, the employer used the *family* – motive to get the woman to see the positive in her work. The employer told her that, if she was able to keep up the efficient filing, she could go home on time and spend more time with her kids. The woman never thought about it from that point of view before, and she felt liberated. From then on, she focused on the outcome instead of the process.

7.2.3 The benefits

The current problem with existing software is that the personality or motivation tests cannot handle large pools of candidates with a decent cost structure. Another problem is that they require a lot of time, not only from the candidates but also from the assessing recruiting consultant. We can also question the accuracy, which is surely adequate if we consider the test alone, but the problem surfaces when we add the human element. As mentioned earlier in the story of the engineering inspector, the interviewer directly affected the answers of the interviewee by conducting the conversation based on their own perceptions and values, and not allowing an environment that welcomed truth and openness.

Personality and motivation tests are very expensive to produce, which leads to circumstances that only allow the tests to be conducted for one or two candidates at a time. The JAW-program gets its true benefit from its scalability. The JAW-program can measure large candidate pools at once in a very short time frame, making the JAW-program very accurate and cost efficient. The system also allows the removal of the human error element. Another benefit is that the candidates are only tested once, as the basic desires change very little over the years.

The JAW-program's algorithm can be applied as many times as it is required, with multiple different parameters, allowing the JAW-program to utilize the existing, and already collected data over and over again. Any modern recruiting company would find the recycling-data-method very effective and useful.

7.2.4 The competition

There are many companies specializing in recruiting. Some companies offer consulting and sieving services. Others offer short-term employee placements and recruiting services. There are many tools and tests available and some of them are better known and trusted than others.

The truth is, the recruiting field is one of the most competed fields. That directly affects the amount of services and products attempting to enter the market. Acquiring

clientele is one of the biggest challenges for new service providers as the market is overflowing with comparable services and service providers.

In addition, there are many personality tests on the market. Most are not made for recruiting per se, but offer a valid tool to assess people and their personalities. Many of these tools are popular even though they require companies to invest a sizeable amount of time and money into the process. The required investments are due to the test's inability to handle large candidate pool sizes. Also, none of the existing tests measure motives, i.e. why we do what we do.

List of current personality tests used in recruiting:

- Global Personality Inventory (GPI)
- Occupational Personality Questionnaire (OPQ)
- NEO Personality Inventory (NEO-PI-R)
- Personality Research Form (PRF)
- Myers-Briggs Type Indicator (MBTI)
- Cattell Sixteen Personality Factor Questionnaire (16 PF)
- California Psychological Inventory (CPI),
- Adjective Check List (ACL)
- DISC
- Insights
- THOMAS
- PREP

8 REFLECTION

Motivation is perceived in many ways. Before starting my thesis, I wondered if motivation could be described and analyzed in such a way that society would see its true value, especially in recruiting. 83.3% of the people who answered my questionnaire, considered motivation to be very important or important when recruiting. In my survey, I also asked people to describe motivation in their own words (See chart 1).

According to my own definition, motivation is not an energy peak, nor a boost of courage, nor determination to work harder. Motivation is something that allows us to do things without losing or draining our energy reserves. It allows us to repeatedly work on something, day in day out, and still feel satisfied, happy, productive, and completely content.

Chart 1 – Referenced answers as received in the survey

Female – HR-Professional	Inner passion and drive for the job, the company, industry etc. Is visible.
Male – Recruiting Manager	Motivation is the catalyst that brings or promotes the desire for change, drive, and determination.
Female - Administration Manager	It's the driving force behind peoples' actions. A person who is highly motivated is more likely to achieve goals than a person with poor motivation. Motivation drives people to try harder and not give up when they run into obstacles.
Male - CEO	Motivation makes your heart beat to your business. You don't count hours. You don't wait for holidays - on holidays you wait to get back to work. If motivated well enough, you don't have to work a day in your life.

I received only refusals whilst looking for an opportunity to field test the JAW – Applicant Sieving Program. I offered that the software could be used free of charge with any, or on the side, of a company's own software. Alas, the result was that I could not find a willing partner to do so.

I had a possibility to deploy the software, in a beta state, so that I could have collected data to prove my claims. As I did not succeed in finding a partner, I must continue looking for a suitable test environment in the future. Analyzing the results would be a great opportunity to continue my research.

9 CONCLUSION

According to all of the information considered, motivation is not understood deeply enough for employers and HR-consultants to consider it as a tool. I have received nothing but positive feedback for JAW, and most of the companies claimed to be willing to consider using this software as a tool in a few years. In the current situation, though, they were compelled to refuse my offer.

There were a few reasons for the refusal: Firstly, many of the companies are using other types of tests and are under a contract with those service providers; this prevents them from accepting any comparable service outside of that contract. Secondly, the motivation study is so new in Finland that many companies need a bit more time to consider it. Also, once I am able to collect reasonable data, which proves the efficiency as well as the validity of this service, I will have a much better case when selling the JAW–Applicant Sieving Program. These are issues that any new software company faces. We must collect data to prove our superiority in the field so that we can truly answer the question; “Why choose us?”

In my survey I asked how would they (people who took the survey) develop recruiting from the stage it is now?

Chart 2 - How could recruiting be developed?

Male – Recruiting Manager	<ol style="list-style-type: none"> 1. Utilize a strong applicant tracking system that is capable of narrowing down the field of candidates based upon experience and performance. 2. Utilize performance based interviewing on all fronts. 3. Close your candidate early and often. Control your recruiting process and do not be afraid to do the take away. If you smell a rat, it is usually a rat. If someone doesn't tell the truth early on, they will not tell the truth later. 4. Stand by the golden rule...the best predictor of future performance is past performance and accomplishments.
Female – HR-Professional	The basics of the recruitment process will remain similar in the future. I think so. Of course, assessment methods and search methods will be developed and the use of social media and other technologies are utilized more.

Male - CEO	A good balance between tests and interviews.
Female – Administration Manager	I think the jobs and people should be tried to be matched more with each other especially what comes to paying attention to candidates' personal qualities and abilities. The adequate skills to do the job are very important but in order to have a happy, healthy and productive work environment also the personal qualities should be strongly considered.

My conclusion is that there is a need for software that would, not only, store, sieve, and track candidates, but also analyze performance and suitable personalities. I believe that JAW ticks many of the requirement boxes, and I believe that it will soon find its place among the top tools in the desired field. My plans for the JAW-program are as follows: I will apply for a grant to develop the program into a fully functional prototype. Otherwise, JAW has been fully productized and developed for commercial use as of now.

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